

Attached is the detailed information for our redesign conversations this week. The following are included:

[Improvement Opportunities Matrix](#)

[Waste Management Program Redesign Recommendations Grid](#)

[Bureau of Waste Management Structure - Option 1](#)

[Bureau of Waste Management Structure - Option 2](#)

The structural options (Options 1 and 2) presented deal only with the structure of the bureau. The structure and organization of the regional offices have not yet been fully discussed. However, the redesign team has discussed and reached some agreement in regard to solid waste plan review and hazardous waste licensing, activities that have implications for regional staff. Each of these is captured on the Waste Management Program Redesign Recommendations Grid but we wanted to highlight them here as well.

1. Our approach for solid waste plan review is contained on p. 2 of the grid and includes the following elements:
 - 8 Hydrogeologists and 8 engineers from throughout the regions would be designated as plan review staff
 - 1 hydrogeologist and 1 engineer from the Bureau would be designated as plan review experts providing oversight, mentoring, technical assistance and peer review functions
 - The plan review experts would oversee all plan review assignments and work in concert with the appropriate supervisors
 - Plan review decisions on complex, unusual or precedent setting issues will be submitted to the plan review experts for review and approval. Signature authority for such approvals includes the regional supervisor, plan review staff and at least one of the plan review experts.
2. The Recommendations Grid (p. 1) specifies that we will designate 2 staff from the program to be responsible for licensing of hazardous waste facilities throughout the state. The work location for these staff is undetermined at this time but we do not see a need to replicate this function in each of the regions.
3. In regards to structure, teams are not mentioned, nor are the roles and responsibility of the management team discussed. At this point, we have not completed our analysis of how teams would support either the management systems or the structure options we have proposed and we have only begun the discussion of how the roles of the waste management team members might be modified. This is one of the questions that we would like to discuss when we have the conversation about the options.
4. Both the structure options and the Recommendations Grid contain staffing guidelines. It is important to remember that these guidelines are only relative at this stage of our planning. The staffing numbers in the guidelines do not represent the full compliment of staff in our bureau, nor is every task we do represented here.

Some of the questions we will talk about in our meetings include how each of the structure options support the business functions we have identified, how the these

functions and structure match with the improvement opportunities identified earlier this year, and how they meet the 5 criteria identified for the redesign.

We are looking forward to a good conversation with you. We hope to see many of you at either Wausau or Madison.